



STRATEGIC WORKFORCE PLANNING SUMMIT

PLANNING FOR THE FUTURE

"FUTURE WORKFORCE"

GENERATIONAL DIFFERENCES

RESOURCE GUIDE FOR WORKFORCE PLANNING

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Introduction

As the millennial generation is exponentially infiltrating the job market, the possibilities for vast change and innovation in the workplace are abundant. In order to tap into the potential of the fresh minds of the millennial employees while accommodating their specific needs, employers must familiarize themselves with modern management techniques. Incorporating a new generation of workers with new ideas into an established workplace can prove challenging to an employer, but compromise is vital to the harmony of the company if employers intend to make full use of their millennial workers. Millennials represent the future of the workplace, therefore if an employer wants to maintain its success or wants the business to grow, he or she will need to address the specific concerns of its millennial employee population, and employ use of management techniques that cater to the needs of the millennial generation. The following articles contain valuable information regarding techniques for properly managing across multiple generations.

1) General Content

a) Speakers

i Philip D. Gardner

- *Info:* Collegiate Employment Research Institute (CERI) Director
- *Contact:* 517.355.2211 or 517.353.2597 or gardnerp@msu.edu
- *Website Abstract:* CERI is nationally recognized for its research on the transition from college to work; employment readiness of college graduates; and the transition experience through college (“the sophomore year”). The Institute is also involved in the assessment of learning in the workplace; assessment practices for University accountability (outcome assessment); and evaluation of integrated learning opportunities. CERI annually publishes Recruiting Trends that provides an analysis of the college labor market.
- *Link:* <http://www.ceri.msu.edu/home.html>

ii Blake Ashdown

- *Info:* Blake Ashdown is a successful entrepreneur who has started 10 different businesses over the past 25 years. The scope of his business experience includes commercial and recreational real estate development, sales, recreational vehicle dealerships, commercial real estate acquisitions and investments, hotel development and operations, consulting services including strategic planning, marketing, and training.
- *Contact:* 517.432.6329 or ashdown@bus.msu.edu

iii Karen Gagnon

- *Info:* Ms. Gagnon has been a dedicated public servant to the citizens of Michigan since 1987. She is currently assigned to spearhead the “Cool Cities” initiative, an urban strategy to revitalize communities, which is part of Governor Granholm’s economic development plan for Michigan.
- *Contact:* 517.241.3203 or gagnonk@michigan.gov

iv Clair Raines

- *Info:* Author, consultant, and speaker Claire Raines works with companies around the world to help them understand and incorporate differences. With book sales of more than 100,000, she is a leading expert on the generations.
- *Link:* <http://generationsatwork.com/pdf/2006Bio.pdf>

v Bruce Tulgan

- *Info:* Bruce Tulgan is internationally recognized as the leading expert on young people in the workplace. He is an advisor to business leaders all over the world, the author or coauthor of 16 different books and numerous management training programs, and a sought-after keynote speaker and seminar leader. Tulgan is founder and chairman of Rainmaker Thinking Inc., the experts on young talent.
- *Link:* http://www.rainmakerthinking.com/bt_bio.htm

vi Ken Wasco

- *Info:* Ken Wasco has delivered his simple and timely message to hundreds of thousands of his inspired seminar participants: "Effective interpersonal communication can enhance everyone's potential for positive results." As an educational entertainer, Ken Wasco weaves academic theory and work place reality into humorous, uplifting, and enthusiastic sessions that wake up an audience to the power of focus and personal potential.
- *Link:* <http://www.kenwasco.com/>

vii Neil Howe and William Strauss

- *Info:* Authors Neil Howe and William Strauss have explored generational histories since the early '80's. Using a visionary blend of social science and history, their Life Course Associates firm interprets the qualitative nature of a generation's collective persona to help to managers and marketers leverage quantitative data in new and remarkable ways. They describe existence of a "generational cycle" and speculate the millennial generation will develop into the "hero" generation.
- *Link:* <http://lifecourse.com/about/mission.html>

b) Videos

i Did You Know Shift Happens – Globalization Information Age

- *Abstract:* As the workplace becomes increasingly demanding, diverse and dispersed globally, the leader at the top will have to throw away the textbooks, un-learn the leadership styles of the 'command and control' era and embrace a radical, new world approach to leadership - 'co-ordinate and cultivate' today's new workforce. This video frames the fast changing ways ahead.
- *Link:* <http://www.youtube.com/watch?v=ljbl-363A2Q>

ii Vision of Students Today

- *Abstract:* A short video summarizing some of the most important characteristics of students today - how they learn, what they need to learn, their goals, hopes, dreams, what their lives will be like, and what kinds of changes they will experience in their lifetime. Created by Michael Wesch in collaboration with 200 students at Kansas State University
- *Link:* <http://www.youtube.com/watch?v=dGCJ46vyR9o>

iii Generations Promo

- *Abstract:* A short video relating four different generations in the workforce and their conflicting views about their ideas of a work environment.
- *Link:* http://www.youtube.com/watch?v=vOmJeC9_Cwk

iv Managing Millennials

- *Abstract:* They're smart, tech savvy, confident, and coming to a cubicle near you! Born between 1980 and 2000, Millennials are entering the workforce in the millions -- 76 million to be exact! If you're a veteran, a baby boomer, or a Gen X manager, you'll need to know a thing or two about managing this talented and brash bunch.
- Link: <http://www.youtube.com/watch?v=yp8151EMkOQ>

c) Websites

i Generation Next: Speak Up and Be Heard

- *Abstract:* This website contains a wealth of information about the next generation. Website includes: documentaries, NPR clips, videos, pod casts, and more. The interviews are of young people or the next generation all over the United States and gathers a perspective about life, work, networking, and information. It also has short news clips focused in areas like challenges at work and networking websites. Suggested video to watch, under "Audio/Video" named, "Young Workers Prompts Changes at Work."
- Link: <http://www.pbs.org/newshour/generation-next/index.html>

d) Books

i Connecting Generations

- Author: Carol Raines
- *Abstract:* The new multi-generation workplace is a complex and dynamic organism that requires flexibility and skill from everyone, especially from managers. People of all ages can work side-by-side and draw from the rich mixture of skill and experience. This book shows how it can be done. This sourcebook is filled with anecdotes, tips, principles, and practical information acquired by Claire Raines in more than 15 years working with people in companies large and small. This is not a book of pat answers and rigid models; it is a resource for developing informed policy and sensitive action when dealing with the newest aspect of diversity in the workplace.
- ISBN-10: 156052

e) Articles

i **Generation Y: The Millennials, Ready or Not Here They Come**

- *Abstract:* Article provides an overall introduction of the millennials, home life, technology, population, pros and cons, education, attitudes towards work, impact on workforce, self employment, union membership, recruitment, and retention.
- Link:
<http://www.nasrecruitment.com/talenttips/NASinsights/GenerationY.pdf>

ii **Generation Diversity in Workplace**

- *Abstract:* Contains information about juggling the different generations, typical generational characteristics, and most of all getting the most out of each generation.
- Link:
<http://www.recruitmentsolutions.com.au/LinkClick.aspx?fileticket=UyCd/MNCyA=&tabid=228&mid=1164>

iii **Predictions about the Generations**

- *Abstract:* This Article summarizes the characteristics of the millennial generation, the other generations, and provides predictions of what the millennials may produce and offer in the future.
- Link: <http://www.hettler.com/AAHAM/Generations-Mosier.htm>

iv **Leap Over the Generational Gap**

- *Abstract:* Explains generational misunderstandings and how you can overcome the differences when dealing with multiple generations in the workplace. Provides insights on how to bridge the gaps between generations.
- Link:
<http://www.contractingbusiness.com/25/Issue/Article/False/70473/Issue>

v **Millennial Kids Are New and Improved Models**

- *Abstract:* Authors Neil Howe and William Strauss use empirical statistical data to disprove negative rumors inaccurately associated with the Millennial Generation. Among their findings are declining teen birth rates, rising SAT scores, and the lowest rate of teen smoking ever!
- Link: <http://www.lifecourseassociates.com/news/lib-comm/001205.html>

f) PowerPoint

i Transitions and Transformations: The Multi-generational Challenge....Motivating Multiple Generations and Multiple Expectations

- *Abstract:* The U.S. workforce is composed of four different generations of workers, each with the own distinct expectations. It is crucial to understand each generation's expectations to accommodate individual needs. This presentation delves into the expectations of each generation and offers basic tips for the recruitment and retention of each generation's workers.
- Link: http://www.mass.gov/Ehrd/docs/td/hr_academy/2006/multi_generational_challenge.ppt#16

g) Webinar

i Learning Differences in the Four Generations

- *Abstract:* Webinar gives a well constructed overview of the differences between the four generations. It provides insights in how to teach, lead, and learn about each generation in the workplace. Also, contains reference examples and scenarios allowing you to relate your issues to what's happening currently in the workplace.
- Link: https://admin.acrobat.com/_a829575729/p40498244/

2) Recruitment

a) Articles

i Millennials Want Bags of Money and Praise

- *Abstract:* Focuses increasing the pressure on managers to rethink their recruiting strategies.
- Link: <http://www.cheezhead.com/2008/07/08/ved-millennial-author-discusses-recruiting-strategies/>

ii Three Questions to Ask Yourself About Millennials

- *Abstract:* Answers questions relating to and organizations ability to locate these job-seekers, whether the organization is appealing to these job-seekers, and whether organization managers know how important it is to understand this changing generation.
- Link: <http://www.ere.net/2007/12/28/three-questions-to-ask-yourself-about-millennials/>

iii Ten Things Every Recruiting Professional Should Know About Millennials

- *Abstract:* This list targets key job, career and personal issues relating to finding, hiring and retaining this new talent group as they enter the workplace
- *Link:* <http://www.therecruiterslounge.com/2008/09/03/ten-things-every-recruiting-professional-should-know-about-millennials/>

iv University of Illinois Alumni Assoc., Attracting and Recruiting Millennials

- *Abstract:* Addresses how to attract and recruit millennials and contains survey results that provide insight on the best business practices.
- *Link:* http://www.uiaa.org/careers/PDFs/Emp_Newsletter_0807.pdf

v Generational Theory: Implications for recruiting Millennial

- *Abstract:* Examines the challenges that the Army is facing with recruiting millennials. Looks into current recruiting strategies, current recruiting trends, and competitors recruiting strategies. Article closes with recommendations for future recruitment.
- *Link:* <http://www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA449672&Location=U2&doc=GetTRDoc.pdf>

vi Attracting the Twenty something Worker

- *Abstract:* Fortune Magazine's Nadira Hira presents a field guide to the millennial generation. With the impending retirement of millions of Baby Boomers presenting a potential shortage in the labor force, employers will have no choice but to accommodate the needs of the incoming millennial worker. It is difficult to create a clear and comprehensive definition for a population as diverse and large as the millennial generation, but employers can benefit from learning the general expectations of the millennial workforce and using this knowledge to incorporate these young workers into the office.
- *Link:* http://money.cnn.com/magazines/fortune/fortune_archive/2007/05/28/100033934/index3.htm

b) PowerPoints

i Recruiting the Millennial Generation

- *Abstract:* The motivational drivers of the millennial generation differ significantly from those of previous generations. Understanding these drivers is the key to attracting and retaining millennial talent in the workplace. This presentation briefly explores the importance of campus partnerships in recruiting a millennial workforce.
- *Link:* http://www.mwace.org/core/contentmanager/uploads/PDFs/Trends_Conference/Presentations07/TQL.pdf

3) Motivation

a) Articles

i **Generation Y Article: How to deal with motivationally challenged younger workers**

- *Abstract:* Millennials generally require different forms of motivation in the workplace than those typically used in the past. The millennial generation was raised in the most affluent period of American history and have high expectations for opportunity at work. Motivational Speaker Gary Wynn of Wynn Solutions Consulting provides key points essential to understanding the millennial workforce and motivating them to perform at their maximum potential.
- *Link:* <http://managing-generation-y.com/article-motivating-younger-workers.htm>

ii **Motivating a Multigenerational Workforce**

- *Abstract:* Author Patti Fralix discusses the challenges companies nationwide are facing as they attempt to manage increasingly diverse workforces. In order to be successful, they must learn to understand and value the unique generational differences, perspectives and goals of employees in all age groups.
- *Link:* <http://www.lookingfit.com/articles/721feat7.html>

b) PowerPoint

i **How to Reach and Motivate America's Millennial Generation**

- *Abstract:* As the American population grows and life expectancy increases, the elderly will represent a larger percent of the American population than will the youth. The result is older and young generations will be forced to interact in the workplace. This presentation explores in great detail the defining events, people, and characteristics of the millennial generation. Viewers may gain insight on how to reach out and motivate the millennial population.
- *Link:* <http://www.saurageresearch.com/keyfindings/MotivatingMillennials.pdf>

4) Management

a) Articles

- i **A New Work Force Wave: Managing Millennials: See beyond the stereotypes of the 'Me Generation' to harness creativity**
 - *Abstract:* The Bellingham Business Journal writer Colin Simpson explores the possibilities for vast change and innovation in the workplace as the millennial generation is exponentially infiltrating the job market. Simpson discusses how to tap into the potential of the fresh minds of the millennial employee while accommodating their specific needs.
 - Link: <http://www.thebellinghambusinessjournal.com/june2008/millennials.php>
- ii **Managing the 'Millennials'**
 - *Abstract:* Catering to the specific needs of a new generation of workers can prove challenging to an employer, but compromise is vital to the harmony of the company if employers intend to make full use of their millennial workers. Millennials represent the future of the workplace, therefore, if an employer wants to maintain its success or wants the business to grow, he or she will need to address the specific concerns of its millennial employee population, and employ use of management techniques that cater to the needs of the millennial generation
 - Link: http://findarticles.com/p/articles/mi_qa5286/is_20080218/ai_n24952598/print?tag=artBody;col1
- iii **Can you Manage Different Generations?**
 - Managing multigenerational workforces is an art in itself. Young workers want to make a quick impact, the middle generation needs to believe in the mission, and older employees don't like ambivalence. Article provides implications and tips about multiple generational management.
 - Link: <http://hbswk.hbs.edu/archive/5297.html>
- iv **Managing Talent Across Generations: New Learning Playbook**
 - *Abstract:* How generational differences can impact behavior in the workplace, strategies to develop new practices for attraction and development of Generation Y, also known as Millennials or the Google Generation, and addresses ways of marketing and exploiting their creative abilities. Also, contains a video produced by Deloitte explaining what it's like to be a client superhero today, with an emphasis in the service sector.
 - Link: <http://newlearningplaybook.com/blog/2008/03/13/managing-talent-across-generations/>
- v **Top 7 Keys to Managing Millennials in the Workplace**

- *Abstract:* Provides 7 tips for managers to get along better with the younger generation.
- *Link:* <http://top7business.com/?id=3023>

vi Mixing and Managing Four Generations of Employees

- *Abstract:* There is a serious new problem in the workplace, and it has nothing to do with downsizing, global competition, pointy-haired bosses, stress or greed. Instead, it is the problem of distinct generations — the Veterans, the Baby Boomers, Gen X and Gen Y — working together and often colliding as their paths cross. Article provides insights on the different workplace characteristics and gives possible solutions on the integration and the motivational buttons of each generation in the workplace.
- *Link:* <http://www.fdu.edu/newspubs/magazine/05ws/generations.htm>

b) PowerPoints

i Managing the Millennials

- *Abstract:* This presentation defines clear distinctions between the Traditionalist, Boomer, Generation X, and Millennial generations. You will learn the differences between a “Digital Native” and a “Digital Immigrant” and how those differences impact work performance. Finally, you will learn in great detail the expectations of the millennial worker.
- *Link:* http://www1.fs.uiuc.edu/printingconference/Big_10_06-Managing_M8C9608.ppt

5) Retention

a) Articles

i Retaining Millennials?

- *Abstract:* Provides insights on how to retain a millennial employee and transform them into a loyal employee. They’re like driving a new car, brakes a little touchy, steering a little sticky, but with a little time, you’ll find out what makes them tick, and you will be amazed by their performance.
- *Link:* <http://www.recruitingtrends.com/online/thoughtleadership/1066-1.html>

ii Retaining Young Workers in the Workplace

- *Abstract:* Abstract: The key to your organization's future success is understanding how the millennials view the world and using that knowledge to motivate them in a way that works. Motivational speaker and consultant, Cam Marston, debunks several negative myths associated with the millennial generation in an attempt to support the retention of millennial employees in the workforce.
- *Link:* <http://www.fastcompany.com/node/76716/print>

iii Tips for Retaining Millennials

- *Abstract:* If you seek to enhance the dynamic of your workforce, you will need to incorporate the fresh thinking of the millennial generation. Barry Barber, director of human resources at Cary, N.C.-based Kimley-Horn and Associates, consulting firm offers his top tips for motivating and retaining your company's millennial workforce.
- *Link:* <http://www.hrexecutive.com/HRE/story.jsp?storyId=83541670>

iv The New SMB Workforce: Recruiting and Retaining Millennials

- *Abstract:* Millennials are taking the workforce by storm in every kind of company, from Fortune 500s to small businesses. In fact, some would suggest that the small business environment has exceptional appeal to Gen Yers who would like to make a recognizable, visible contribution to the company very quickly. Author McLean Robbins breaks down basic principles for recruiting, retaining and motivating millennials in the small business atmosphere.
- *Link:* <http://smbhr.benefitnews.com/asset/article/512504/recruiting-retention/new-smb-workforce-recruiting-and-retaining.html>